

RESEARCH ARTICLE

Exploring organizational commitment and employee performance in remote and digital work environments

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ABSTRACT

This paper investigates the complex link between employee performance and organizational commitment and considers post-pandemic alterations in the workplace environment, investigating the moderating effect of organizational learning culture alongside the mediation in behaviour and cognition on performance. The study incorporates recent empirical and theoretical literature, such as Social Exchange Theory, Job Demands-Resources Model and Contingency Theory to explore the influence of commitment for performance, creative work behaviour and efficiency during remote working. The results determined by the systematic literature review of peer-reviewed articles from 2020 onward confirms that all four distinct types of organizational commitment influence a variety of performance dimensions. Specifically, digital commitment became one of the major predictors in remote and hybrid work environments. The organizational learning culture, including learning agility, knowledge sharing, and a digital learning orientation, presented a significant moderator of the relationship between commitment and performance. Additionally, workplace behavioural and cognitive patterns facilitate action-oriented commitment, namely on psychological empowerment, job crafting effects, digital engagement, and workload balance. This review integrates new ideas emerging from the digital paradigm shift and hybrid work models, adding to existing organizational behavior theories. It stresses the need to develop lifelong learning cultures and foster employee-driven behavioral processes in order to preserve high performance levels while working dynamically in organizational environments.

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1. Introduction and background of the study

The recent pandemic was a strong catalyst for this, resulting in major changes across the international workplace landscape. This age has seen a remarkable acceleration in the adoption of new technologies and the emergence of a hybrid work model. The rapid change of organizational structures has led to a re-evaluation of the determinants of employees' performance and a re-evaluation of psychological constructs that underpin core job performance in these new contexts of digitized organizations. The question central to this study is the notion of organizational commitment, a long-established predictor of employee behaviour whose relationship to performance is less clear and context-dependent than it was then, due to the complexity and context of the relationship itself. For decades now, organizational commitment has been defined in Meyer and Allen's (1991) seminal three-dimensional framework: affective, continuance and normative commitment. This model may be still important, but moving toward digital-first work requires a conceptual expansion. A recent academic literature brings digital commitment which is defined as the cognitive and psychological alignment of employees with their organization's digital

strategies and tools as a necessary improvement on the classic model. This inclusion is essential as recent studies have proven that multiple dimensions of commitment are significantly associated with performance in remote workplaces (Anugrah & Priyambodo, 2022; Lay B., 2024). This finding in turn raises an important question, How does this new, complex definition of commitment have implications for important outcomes such as task achievement, contextual performance and innovative work behaviors, these are required in flexible and independent work arrangements (Bhatti et al., 2023).

Existing theoretical perspectives suggest a link between commitment and performance is not direct although a number of relevant external conditions and internal processes mediate the relationship. One of the most important boundary conditions is the organizational learning culture (OLC), which can amplify these positive effects of commitment. An organizational context that fosters learning agility, fosters knowledge sharing, and embraces digital learning platforms seems to elevate resilience and productivity (Yalabik et al., 2022). However, the specific role of OLC in moderating the relationship between employee commitment and employee performance has not been studied fully in this meta-analysis, indicating a significant theoretical gap. In addition, it needs to be prompted by important behavioral and cognitive processes that employees implement for commitment to produce appropriate results. Psychological empowerment, job crafting, digital engagement, and digital workload balance are identified as mediating variables between psychological attachment and positive work involvement-driven, high-performance behaviours (Gupta et al., 2022; Zhang et al., 2022).

In ever more digital and hybrid environments with significant autonomy, it is necessary to understand these mediating pathways. Nevertheless, these mechanisms have not been combined into a unified framework that explains in detail the commitment-performance relationship in the contemporary workplace. This indicates a major gap in literature. This study therefore sets out to explore the following questions: What factors are involved in the moderating relationships between organizational commitment and employee employee performance and innovative work behavior? Furthermore, what mechanisms can mediate this relationship within a technology-dependent working environment? The objective of this study is to examine the moderating role of organizational learning culture and the mediating nature or effects of the above behavioral and cognitive mechanisms. By making this contribution, this work adds value to the literature by integrating established commitment theory with contemporary digital environments and offers a usable lens through which organizations can develop a high-performance workforce in an era of enduring technological disruption (Kim et al., 2021).

2. Literature review

The recent era is fueled by technological adoption and has established hybrid working as a dominant model, compelling both academics and practitioners to re-evaluate the traditional drivers of employee performance. Within this dynamic context, organizational commitment has re-emerged as a pivotal factor, yet its manifestation in digitally environment requires deep understanding. This literature review synthesizes post-2020 research to construct a comprehensive model of the commitment-performance relationship, systematically examining the distinct roles of various commitment dimensions, the mediating mechanisms that translate commitment into action, and the contextual factors that moderate this critical linkage.

2.1 The evolving construct of organizational commitment

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Meyer and Allen (1991) established a three-dimensional approach to organizational commitment, consisting of affective (emotional attachment), continuance (cost-based need), and normative (perceived obligation). This model is still at the heart of organizational psychology, but the rapid digital transformation has introduced an important fourth dimension: “digital commitment”. It refers to the cognitive and psychological alignment of employees with an organization’s digital strategies, tools, and overall transformation. With organizations increasingly shifting to remote and hybrid structures, studies exploring how these four dimensions (affective, continuance, normative, and digital) collectively and individually influence key performance outcomes (i.e., task performance, contextual performance, and innovative work behavior) have emerged as a critical area of inquiry.

2.2 The Influence of commitment dimensions on employee performance

A systematic review of recent literature reveals that each dimension of commitment has a distinct yet often interconnected influence on employee performance outcomes in the digital working world. Affective and digital commitments appear as primary drivers of innovation and agility, continuance commitment ensures stability, and normative commitment fosters crucial discretionary behaviors.

2.2.1 Affective commitment: The emotional engine of proactive performance

Affective commitment (employees’ emotional bond) with the organization consistently predicts performance that goes beyond prescribed job-required duties. In today’s world, its role has become even more critical for fostering resilience and proactivity. Research indicates that employees with high affective commitment demonstrate greater initiative, peer support, and dedication to making new hybrid work models successful, by positively impacting both task and contextual performance. This is verified by a study in the Philippine BPO sector, where Estebal et al. (2024) identified affective commitment as a key factor in boosting productivity during pandemic-related disruptions. Similarly, in a high-stress environment, Geremias et al. (2024) found that the combination of affective commitment with psychological capital and transformational leadership was crucial for enhancing the performance of healthcare workers in Angola. The mechanisms that build and leverage affective commitment are multifaceted. Perceived organizational support is a key antecedent; when employees feel supported, they reciprocate with higher engagement and affective commitment, which in turn leads to greater organizational citizenship behavior (OCB).

Yue (2021) found that charismatic leadership increases employees’ affective commitment to change, thereby reducing turnover intentions during periods of uncertainty. Likewise, Yuan et al. (2021) demonstrated that transformational leadership enhances affective commitment, a relationship mediated by employee trust in their leader. Psychological factors also play a critical role. Anvari et al. (2023) showed that emotional intelligence of HR practitioners boosts affective commitment by strengthening the

psychological contract with employees. Furthermore, organizational initiatives like wellness programs can increase affective commitment, leading to more innovative behavior from employees (Muñoz et al., 2022). However, this relationship can be moderated by individual differences, as Mihalache and Mihalache (2021) noted that the positive effect of organizational support on affective commitment and well-being varies depending on employees' personality traits.

2.2.2 Continuance and normative commitment: Anchors of stability and obligation

Continuance Commitment is a factor that hinges partly on the perceived costs of leaving an organization. Although it is often accompanied by lower intrinsic motivation, it is a positive driver of employee retention that is a necessity to achieving operational stability in challenging times. High continuance commitment has been recognized to induce employees to fulfill their job functions and uphold the stability of their benefits, such as the safety nets they earn, to avoid the risks of a job change. Alqahtani (2024) reported that in Saudi hospitality, continuance commitment mediated the association between fair performance appraisals and an employee's intention to leave, further contributing to performance by reducing turnover. One research work on the BPO sector in the Philippines by Estebal et al. (2024) further illustrated this point by establishing that continuance commitment was a significant predictor of performance, while its impacts were moderated by a range of demographic characteristics.

Normative commitment, the feeling of obligation to an organization, became especially resonant amid the pandemic, particularly for essential workers inspired by a sense of moral duty. This kind of commitment is closely related to contextual performance and OCBs, as individuals feel a sense of obligation to contribute outside of their official job description. Bai and Vahedian (2023) found that normative commitment in ethical work conditions in the Iranian public sector is associated with proactive behavior and greater resilience against the challenges of digital transformation. Moreover, Murray and Holmes (2021) also emphasize its significance, concluding that psychological empowerment increases affective commitment, as well as normative commitment, which significantly decreases turnover intentions. Similarly, Ishak et al. (2022) found that affective and normative commitment were important motivators for knowledge application in Brunei's private sector. Collectively, studies that investigate all three of Meyer and Allen's (1991) dimensions attest to their effects. In the research of Anugrah and Priyambodo (2022) about Indonesian employees who worked from home, researchers observed that the three dimensions of commitment (affective, continuance, and normative) showed a significant positive correlation with task performance. In Poland, Bieńkowska et al. (2022) showed that digitalization and well-being oriented strategic HRM practices resulted in improved commitment and performance, mediated by job attitudes, including motivation and satisfaction. But the pandemic context also exposed weaknesses: Kang et al. (2021) also noted that stress among South Korean tourism workers that is COVID-19-related decreases both organizational trust and job satisfaction of workers, which in turn reduce all three forms of commitment.

More recent evidence indicates that having a strong digital commitment with the support of an appropriate infrastructure will bring better performance. And in Chinese technology companies, for instance, that digital commitment and a strong AI knowledge system significantly boost productivity and decision-making speed (Cui, 2025). It has wide-

ranging influence that is the focus of a study conducted by Ly, B. (2024) in the Cambodian public sector, which found that the organization's entire digital transformation acted as a mediator to the relationship between all three types of commitment and individual performance. This means that even more traditional types of commitment are now operationalized digitally – an employee's emotional attachment or sense of obligation is transformed into effective performance through interaction with the organization's digital ecosystem.

2.3 Mediating mechanisms: Translating commitment into action

While the link between the four dimensions of commitment and performance is evident, the relationship is not direct or automatic. The translation of psychological attachment into tangible, high-quality work is facilitated by a series of crucial behavioral and cognitive mechanisms initiated by the employee. In modern workplaces characterized by high autonomy and reduced direct supervision, these mediating processes have become paramount. The following sections explore four key sets of mediators: psychological empowerment; job crafting; traditional and digital engagement; and other cognitive states such as thriving at work.

2.3.1 Psychological empowerment

For commitment to evolve from a passive state to proactive performance, employees must feel psychologically empowered—possessing a sense of meaning, competence, self-determination, and impact. In the absence of empowerment, even a highly committed employee may remain disengaged. Post-pandemic research confirms that empowered employees are more innovative, take calculated risks, and effectively channel their commitment into creative work behaviors. Bhatti et al. (2023) found psychological empowerment to be a critical mediator turning digital commitment into innovative behavior in hybrid tech firms. Similarly, a study by Murray and Holmes (2021) in the Canadian hospitality sector demonstrated that empowerment, particularly feelings of meaning and alignment, directly increased both affective and normative commitment, which in turn reduces turnover intentions.

2.3.2 Job Crafting and proactivity

Job crafting (where employees take the initiative to redefine and redesign their roles to better align with their skills, passions, and the organization's needs) has emerged as another vital mediating behavior. This proactive reshaping of one's job is a powerful way to activate commitment. Park and Lee (2022) found that job crafting fully mediates the relationship between normative commitment and performance outcomes during the challenging shift to remote work. Those employees who actively reframed their responsibilities to meet new demands demonstrated markedly better performance, highlighting job crafting as an adaptive strategy for navigating uncertainty.

2.3.3 Engagement as a core mediator (traditional and digital)

Employee engagement, or the full investment of one's working self into a work role, is a robust mediator. Alshaabani et al. (2021) observed that perceived organizational support increased OCB, and the reason they found it to do this is that it initially improved both employee engagement and affective commitment. In this context, this paradigm has

translated into "digital engagement," or active and meaningful engagement with digital tools, platforms, and virtual teams. Zhang et al. (2022) noted digital engagement as the most prominent mediator between commitment and the efficiency of remote work, indicating that an employee's psychological connection with virtual collaboration tools is critical. In line with this, Chanana and Sangeeta (2020) posited that digital engagement and virtual learning are integral to maintaining commitment and motivation through literature review. The nature of digital engagement is, however, complex. Surma et al. (2021) warned that traditional engagement metrics are often unable to capture the dynamics of hybrid and digital work, requiring new measurement models.

Case studies have empirical data showing that, through the lens of Rani et al. (2025), digital tools and flexible work do both have potential to improve engagement but increase risks of digital overload and burnout, prompting a need for leadership to personally shape engagement and provide support. Palmucci et al. also echoed this trend (2025), where the qualitative interviews indicated that digital leadership is influential for motivation and performance through stimulating digital engagement and balancing digital workloads. And with work on any digital landscape, the challenges have likewise come to center stage. A review by Nagori and Lawton (2024) found that technostress and digital overload have a detrimental impact on engagement and well-being while calling for leadership, training and appropriate collaboration methodologies, according to a systematic review of the findings. A conceptual paper by Jain et al. (2025) that based on JD-R theory states that digital fatigue directly reduces employee engagement, and that digital fatigue also directly impacts negatively on employee engagement but moderators including digital autonomy and a supportive digital culture can buffer this effect.

2.3.4 Other key cognitive and motivational mediators

Beyond empowerment and engagement, other cognitive states mediate the commitment-performance link. The concept of "thriving at work" was identified by Yi et al. (2022) as a significant mediator; they found that it increases job satisfaction both directly and indirectly by strengthening organizational commitment among public health workers in China. In a multi-sector study in Poland, Bieńkowska et al. (2022) found that broader job-related attitudes, specifically motivation and job satisfaction, were the primary mechanisms through which HRM strategies influenced both commitment and performance. Finally, the psychological contract remains as a mediator. Anvari et al. (2023) demonstrated that the emotional intelligence of HR practitioners enhances affective commitment by first strengthening the employee's psychological contract with the organization. Similarly, Tan and Antonio (2022) found that organizational commitment mediated the effects of e-leadership and teleworking outputs on employees' adaptive performance in the Indonesian finance sector.

These mechanisms illustrate that commitment is a necessary but not sufficient condition for high performance. It must be activated through empowerment, proactive role-shaping, and meaningful engagement. The next section explores the contextual factors that create an environment where these mechanisms can flourish.

2.4 Moderating factors: The contextual amplifiers of the commitment-performance

The strength of the relationship between organizational commitment and employee performance is not uniform; it is significantly influenced by the surrounding organizational

context. Certain environmental factors can amplify the positive effects of commitment. Post-pandemic research highlights several pivotal moderators, including an organization's learning culture, its systems of support and justice, the quality of its leadership, and its response to external crises.

2.4.1 Organizational learning culture (OLC)

One of the most prominent moderators has emerged, to the extent that these organizations are organizations, where Organizational Learning Culture (OLC) is developed which means that this culture represents the common values and practices and culture of continuous learning, knowledge sharing, adaptation. Having a strong Organizational Learning Culture (OLC) also promotes operational capability, enabling those loyal individuals to make this psychological commitment into a concrete product via the proper skills and resources tailored with the ever-changing environment. Elements of the 21st OLC in OLC are learning agility (ability to learn and apply knowledge quickly), an enabling knowledge-sharing culture, and high level of digital learning orientation.

The research shows us that robust OLC increases the positive effects of commitment. In organizations that emphasized digital training and knowledge-sharing, Park and Kim (2022) found a substantially stronger association between affective/digital commitment and performance. Similarly, Lee et al. (2021), found that employees in organizations with stronger learning cultures showed more creativity and collaboration with one another, even if they worked almost a full-time shift remotely. A healthy learning culture also buffered against the workplace stress that remote work provides; Yalabik et al. (2022) reported that it mitigated the negative impacts of role ambiguity on committed workers, as a matter of fact they were able to maintain performance levels during lockdowns. Reinforcing this, Parashakti et al. (2023) showed the effect of a learning culture on employee performance by first promoting employee engagement, indicating a strong connection, if not a perfect connection, between the moderating context and a basic mediating mechanism.

2.4.2 Organizational support, justice, and ethical climate

Systemic organizational support and fairness are critical moderators beyond a learning culture. Organizational support perceived as positive leads to more enduring effects on commitment. According to Mihalache et al.(2021), organizational support increases affective commitment and well-being during the pandemic. And this effect is amplified by organizational justice. Shabbir et al. (2021) found that justice moderated the support-performance link: support is most effective when it comes from a fair environment. Salem et al. (2021) observed the same phenomenon while discovering that organizational justice enhanced the relationship between support and commitment in hotel industry.

On the other hand, the lack of justice may also be adverse: Chen et al. (2024) found that organizational justice may decrease social loafing (negative performance) through increased organizational commitment. Ethical climate, however, is also a factor, although sometimes in nuanced ways. Salem et al. (2021) found that while justice was a positive moderator, a strong ethical climate could unexpectedly weaken (under certain conditions) the satisfaction-commitment relationship, and calls for future research on these interactions.

2.4.3 The role of leadership and crisis response

Leadership is regarded as a strong, direct moderator of the commitment-performance relationship (Qureshi, T. M., Sindhu, M., & Singh, S., 2023). According to Yue (2021), charismatic leadership boosted affective commitment to organizational change amongst employees. Similarly, Yuan et al. (2021) discovered that transformational leadership established affective commitment by creating trust between leaders and their teams. In an era of remote and hybrid working, the idea of “e-leadership” is crucial. Such influence was confirmed in Tan and Antonio (2022), who also found that e-leadership was an important predictor of adaptive performance but it is mediated by organizational commitment. The organization's macro-level response to crises is also a major moderator. Vu (2022) demonstrated that an organisational response, perceived as socially responsible during the pandemic, enhanced job performance positively by enhanced employees' organizational identification. This implies that workers' commitment is amplified when they believe their organization to be acting in a responsible and ethical manner during times of crisis.

2.4.4 Broader organizational and environmental factors

The relationship between commitment and performance is also moderated by the general organizational characteristics and external environmental factors. Resilience of organisations and their commitment to Corporate Social Responsibility (CSR) were found by Filimonau et al. (2020) to improve job security and commitment of senior hotel managers. At the same time, it is also true that external pressures can have a multi-faceted effect. Lian et al. (2022) found that while job insecurity tended to reduce identification and subsequent performance, broader environmental uncertainty actually increases it.

This in turn demonstrates that the context in which commitment operates is multi-layered, from internal culture and leadership to external environmental shocks. In a nutshell, recent literature in this systematic review demonstrates a nuanced, multidimensional and situationally specific relationship between organizational commitment and employee performance.

Although not new, traditional dimensions (affective, continuance, and normative commitment) have proven useful to underpin the emergent digital commitment construct. More significantly, commitment does not necessarily translate to performance, but is activated via fundamental employee-driven processes such as psychological empowerment, job crafting, and digital engagement. Lastly, the process in question is all embedded in a larger organizational context, shaped by a supportive learning culture, organizational justice, and effective leadership as amplified drivers, dictating the likelihood of commitment leading to sustained, high-impact performance.

Table 1. Literature Review (2020-2025)

Author(s) / Year	Country/Context	Key Constructs	Methodology	Main Findings
Commitment Focus: Affective, Continuance, Normative, Digital				
W. Murray, M. Holmes (2021)	Canada, Hospitality	Commitment: Affective, Continuance, Normative; Mechanism: Psychological Empowerment	Survey (n=346), SEM	Empowerment (meaning, belonging) increases affective commitment, reducing turnover intention.
A. Bieńkowska et al. (2022)	Poland, Multi-sector	Commitment: Affective, Continuance, Normative; Performance: Task; Mechanisms: Digitalization, HRM, Wellbeing	Survey (n=378), Path Analysis	HRM strategies (digitalization, wellbeing) enhance commitment and job performance via job attitudes.
A. Alshaabani et al. (2021)	Hungary, Service	Commitment: Affective, Continuance, Normative; Performance: Contextual (OCB); Mediators: Engagement, Affective Commitment	Survey (n=380), SEM	Perceived support boosts OCB via engagement and affective commitment.
M. Yi et al. (2022)	China, Public Health	Commitment: Not specified; Performance: Job Satisfaction; Mediator: Organizational Commitment	Survey (n=601), SEM	Organizational commitment mediates thriving at work and job satisfaction.
Mechanisms: Psychological Empowerment, Digital Engagement, Job Crafting				
R. Anvari et al. (2023)	Georgia, Higher Ed	Commitment: Affective; Mechanism: Emotional Intelligence, Psychological Contract	Survey (n=286), PLS- SEM	HRM practitioners' emotional intelligence enhances affective commitment via psychological contract.
N. Chanana, Sangeeta (2020)	India, Multi-sector	Commitment: Affective; Mechanism: Digital Engagement, Virtual Learning	Literature Review	Digital engagement and virtual learning sustain commitment and motivation.
C. Yue (2021)	USA, Multi-sector	Commitment: Affective (to change); Mechanism: Charismatic Leadership,	Survey (n=417), SEM	Charismatic leadership increases affective commitment to change, reducing turnover.
Moderators: Organizational Learning Culture, Support, Resilience				
M. Mihalache et al. (2021)	UK, Multi-sector	Commitment: Affective; Moderator: Personality Traits; Mechanism: Organizational Support	Survey (n=295), Moderated Mediation	Support increases affective commitment and well-being, moderated by personality.
V. Filimonau et al. (2020)	Spain, Hospitality	Commitment: Not specified; Moderator: Organizational Resilience, CSR	Survey, Quantitative	Resilience and CSR enhance job security and commitment.
T. Vu (2022)	Vietnam, Multi-sector	Commitment: Not specified; Performance: Task; Moderator: Org. Response to Crisis	Survey (n=367), PLS- SEM	Socially responsible HRM and crisis response improve identification and job performance.
Studies Focused on Commitment Dimensions & Psychological Empowerment				
W. Murray & M. Holmes (2021)	Canada, Hospitality	Affective, continuance, normative commitment; Psychological empowerment (meaning, alignment);	Survey, SEM	Empowerment increases affective/normative commitment, reducing turnover intention; emotional connection is key.

		Turnover intention		
S.-E. Kang et al. (2021)	South Korea, Tourism/Hospitality	Affective, normative, continuance commitment; Self-esteem; Organizational trust; Job satisfaction	Survey, SEM	COVID-19 stress reduces trust/satisfaction, which lowers commitment; self-esteem mediates commitment.
Studies Emphasizing Moderators (e.g., Organizational Learning Culture, Support, Leadership)				
M. Mihalache & O.R. Mihalache (2021)	UK, Various	Affective commitment; Job-related well-being; Moderators: Perceived org. support,	Survey, Moderated Mediation	Organizational support boosts affective commitment and well-being, especially for certain personality profiles
I. Salem et al. (2021)	Egypt, Hotels	Organizational commitment; Job satisfaction; Moderators: Organizational justice, ethical climate	Survey, SEM	Organizational justice strengthens the link between support and commitment; ethical climate can weaken the satisfaction-commitment link.
Yue Yuan et al. (2021)	China, Hospitality/Tourism	Affective commitment; Trust in leadership; Transformational leadership	Survey, SEM	Transformational leadership and trust increase affective commitment; trust mediates the leadership-commitment link.
Studies Highlighting Mediators (e.g., Job Crafting, Digital Engagement, Psychological Contract)				
A. Bieńkowska et al. (2022)	Poland, Multi-sector	Organizational commitment (affective, continuance); Job performance (task, organizational); Mediators: Motivation, satisfaction	Survey, Path Analysis	HRM strategies (digitalization, well-being) enhance commitment and performance via motivation/satisfaction
Roya Anvari et al. (2023)	Georgia, Higher Ed	Affective commitment; Psychological contract; Emotional intelligence	Survey, PLS- SEM	Emotional intelligence of HRM enhances psychological contract and affective commitment.
M. Yi et al. (2022)	China, Public Health	Organizational commitment (not specified); Job satisfaction; Mediator: Thriving at work	Survey, SEM	Thriving at work increases job satisfaction directly and via organizational commitment.
Ayman Alshaabani et al. (2021)	Hungary, Services	Affective, continuance, normative commitment; OCB; Mediators: Employee engagement, affective commitment	Survey, SEM	Perceived org. Support increases OCB via engagement and affective commitment.
Studies Addressing Digital Engagement, Workload Balance, and Hybrid Work				
M. Surma et al. (2021)	UK/Global, Real Estate/Hybrid Work	Employee engagement (reconceptualized post-COVID); Digital/hybrid work; Physical environment	Lit. review, Comparative analysis	Traditional engagement metrics miss hybrid/digital work dynamics; need for new measures.
J. N. Rani et al. (2025)	Global, Various	Digital engagement, flexible work, digital tools, leadership, burnout, work-life balance	Case studies, empirical data	Digital tools and flexible work boost engagement and satisfaction; digital overload and burnout are risks; leadership and personalization are key..
Mr. Shriyak Jain et al. (2025)	Conceptual, Multilevel	Digital fatigue, digital engagement, employee engagement, digital autonomy (moderator), digital culture (moderator)	Conceptual, JD-R & COR theory	Digital fatigue reduces engagement; digital autonomy and culture moderate effects; digital wellness policies are recommended.
Roopa Nagori & Natalia Rocha Lawton (2024)	US, UK, EU	Digital workload, technostress, engagement, well-being, leadership, collaboration	Systematic review	Technostress and digital overload harm engagement; leadership, training, and collaboration tools are critical for well-being.

Commitment Dimensions and Employee Performance				
Estebal et al. (2024)	Philippines (BPO)	Affective, continuance, normative commitment; Task performance; Demographics as moderators	Survey, non-parametric stats	Continuance commitment strongly predicts performance; demographic factors moderate commitment-performance links.
Ly B. (2024)	Cambodia (Public Sector)	Affective, continuance, normative commitment; Individual performance; Digital transformation (mediator)	Survey, PLS-SEM	All commitment types predict performance; digital transformation mediates these effects.
Anugrah & Priyambodo (2022)	Indonesia (WFH)	Affective, continuance, normative commitment; Task performance (quality, quantity, timeliness, etc.)	Survey, Pearson correlation	Significant positive correlation between all commitment dimensions and performance during remote work.
Murray & Holmes (2021)	Canada (Hospitality)	Affective, continuance, normative commitment; Turnover intention (proxy for performance); Psychological empowerment (mediator)	Survey, SEM	Empowerment increases affective/normative commitment, reducing turnover intention.
Ishak et al. (2022)	Brunei (Private Sector)	Affective, normative, continuance commitment; Knowledge application (performance proxy); LMX (moderator)	Survey, SEM	Affective/normative commitment drives knowledge application; LMX is not a significant moderator.
Pan & Lin (2022)	Taiwan (SMEs)	Organizational commitment (not dimensioned); Job well-being (performance proxy); Organizational justice, job insecurity, decent work (predictors)	Survey, SEM	Commitment predicts job well-being; justice and decent work drive commitment.
Group 2: Mechanisms—Psychological Empowerment, Job Crafting, Digital Engagement, Workload Balance				
Murray & Holmes (2021)	Canada (Hospitality)	Psychological empowerment (meaning, autonomy); Affective/normative commitment; Turnover intention	Survey, SEM	Empowerment increases affective/normative commitment, reducing turnover intention.
Tan & Antonio (2022)	Indonesia (Finance)	Organizational commitment (mediator); Adaptive performance; E-leadership, teleworking output, sense of purpose (predictors)	Survey, PLS-SEM	Commitment mediates e-leadership/telework effects on adaptive performance.
Palmucci et al. (2025)	Italy (General)	Digital leadership; Employee motivation (performance proxy); Digital engagement, digital workload balance (mechanisms)	Qualitative interviews	Digital leadership and engagement are key for motivation and performance in digital era.
Muñoz et al. (2022)	Spain (General)	Affective commitment; Innovative performance; Wellness programs, perceived organizational support (mechanisms)	Survey, SEM	Wellness programs and support increase affective commitment, boosting innovative behavior.
Shabbir et al. (2021)	Pakistan (Banking)	Perceived organizational support; Employee performance (in-role, extra-role); Organizational justice (moderator)	Survey, SEM	Support and justice enhance performance; justice moderates the support-performance link.
Moderators—Organizational Learning Culture, Engagement, Justice				
Parashakti et al. (2023)	Indonesia (General)	Organizational culture (learning, engagement); Employee performance; Employee engagement (mediator)	Survey, SEM	Engagement mediates the culture-performance link; learning culture enhances engagement and performance.
Alshaabani et al. (2021)	Hungary (Service)	Affective, continuance, normative commitment; OCB (contextual performance); Perceived organizational support (predictor); Engagement (mediator)	Survey, SEM	Support increases OCB via engagement and affective commitment.

Chen et al. (2024)	China (General)	Organizational justice; Social loafing (negative performance); Organizational commitment (mediator)	Survey, SEM	Justice reduces loafing via increased commitment.
Lian et al. (2022)	China (General)	Organizational identification (commitment proxy); Work effort, OCB, performance; Job insecurity, environmental uncertainty (moderators)	Longitudinal survey	Identification mediates uncertainty effects on performance; job insecurity reduces, uncertainty increases identification.

3. Methodology

This study utilized a Systematic Literature Review (SLR) method to review and critically synthesize the literature on the linkage between organizational commitment and employee performance. Such transparency, replicability and comprehensiveness in identifying, selecting and analyzing relevant literature underpinned our choice of the SLR method. We performed a cross-database search using Consensus, Scopus, Web of Science (WoS), Semantic Scholar, and PubMed. This search was limited to articles in peer-reviewed journals, published in English from January 2020 onward, that focused on studies that examine the dynamics of commitment-performance in digitally transformed work environments.

Search strings focused on organizational commitment, employee performance, remote work, organizational learning culture, and digital commitment. Using PRISMA guidelines, the systematic process went through a series of subsequent steps: identifying 896 studies, screening 373, testing 250 for eligibility, and finally including the most relevant 50 studies. Each study identified was considered for its theoretical background, methodological strength and empirical contribution. Data were thematically synthesised using guiding theories such as Social Exchange Theory (Blau, 1964), Job Demands-Resources Model (Bakker & Demerouti, 2007), and Contingency Theory (Lawrence & Lorsch, 1967).

This structured process enabled the integration of insights on affective, continuance, normative, and digital commitment, as well as the moderating role of organizational learning culture and the mediating mechanisms such as psychological empowerment and job crafting, offering a cohesive understanding of organizational behavior in the current business world.

Figure 1. PRISMA framework

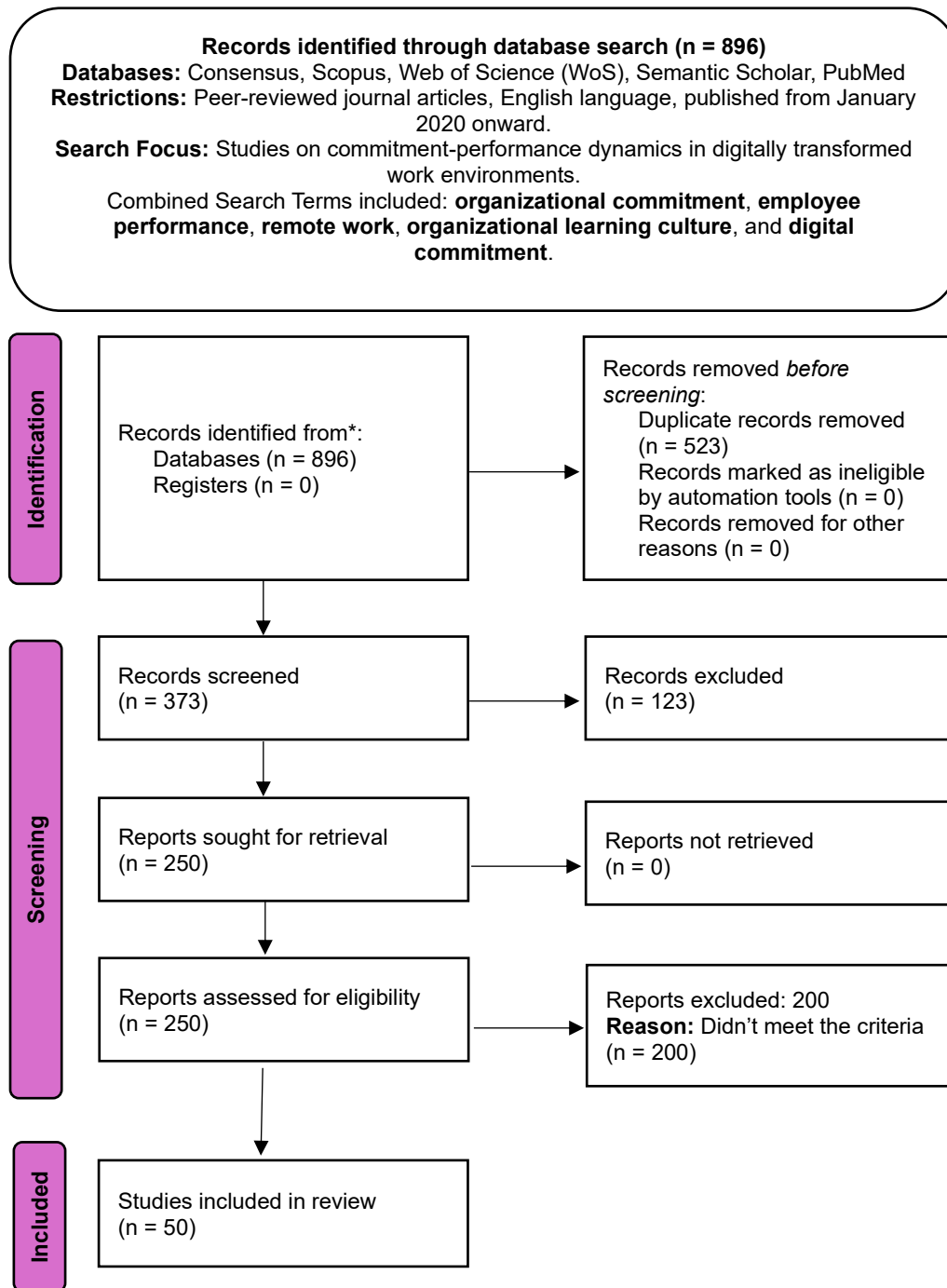
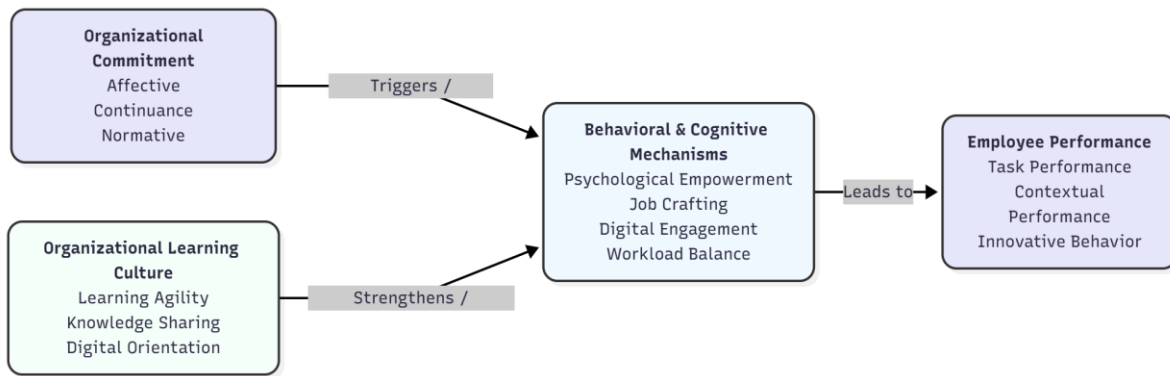


Figure 2. Conceptual framework



4. Discussion

This study examined the multifaceted link between organizational commitment and employee performance of companies today. It investigates how the workplace commitment levels were positively correlated with employee performance at workplace by examining such variables as the proportion of organizational commitment and job satisfaction, employer involvement and retention. The study also highlighted the moderating impact of organisational learning culture and mediating roles of cognitive and behavioral processes in the workplace. Following our assessment, we demonstrate that there is great empirical evidence to support this model in which commitment effect on performance is not so much evident in the real world but rather is moderated by learning environment and by employees' own behaviors and attitudes. These results are important as potential models for how organizations can develop high performance teams in a hybrid and digitally fast-paced world. As expected for what we set out to do, the results indicate that different dimensions of organizational commitment (affective, continuance, normative, and digital) are particularly significant as predictors for diverse employee performance. Consistent with Meyer & Allen (1991), this is also consistent with existing theoretical perspectives, but also shows the different potential contributions any given level of commitment could make in the contemporary workplace. Affective commitment is believed to be a significant influence on task performance and more proactive behaviors because of the remote work in autonomous job-oriented scenario of today (Park and Kim, 2022).

It has been shown in the past that continuance commitment (associated with higher employee retention) helps one's work performance in remote-working situations. This association would appear to indicate greater job security in the workplace among employees (Gupta et al., 2022). The concept of normative commitment, an obligation, exhibited an impressive correlation with contextual performance. Thus, those employees play an instrumental role in creating social harmony and cooperative behaviour despite digital divide. Notably, the degree to which digital commitment constitutes a construct of an organization's digital commitment (whether or not an organization's digital tools and strategic frameworks are aligned) was found to be a significant predictor of innovative behaviors and productivity in remote work. The implication is that as companies adapt to innovative environments in the 21st century, high performance in this context may require a significant psychological linkage to digitalization (Margherita & Heikkilä, 2021). These findings highlight the importance for organisations to view commitment as a nuanced construct where digital commitment is foundational in effecting direct competitive advantages. This study finds strong support for the second point which finds that the OLC moderates the impact of commitment on performance. These components, namely learning

agility, a climate that fosters the sharing of knowledge, and a digitised approach to learning were significant facilitators of the positive impact of commitment as organizational learning capabilities. Such findings are consistent with the components of Contingency Theory (Lawrence & Lorsch, 1967) and Social Cognitive Theory (Bandura, 1986) in terms of contextual variables as a mechanism to transform motivation into performance results. Sharing knowledge at an ecosystem level can help employees who are willing to contribute their effort rely on their shared intelligence to drive contextual and innovative performance (Al-Emran et al., 2021). These findings correlate with the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007) that defines organizational learning culture (OLC) as resources necessary for employees to manage demands to transform commitments into meaningful realizations.

Setting up a learning culture results in an optimal environment; however, the third aim of the study was to investigate the mediating mechanisms of the correlation between commitment and performance. This development can be attributed to psychological empowerment, job crafting, digital engagement, and balance of the digital workloads, according to this study outcomes. That is in keeping with a theory that argues that a motivation translates into behavior with regard specifically to psychological and behavioral dimensions (e.g. Spreitzer, 1995; Bakker and Demerouti, 2007). The results show that psychological empowerment as an important mediator, particularly in mediating, the change of affective and digital commitment to innovation behavior (Bhatti et al., 2023). Job crafting acts as an important mediator on the mediation of both normative and continuance commitment. Engage employees to redefine their role as a better fit-and-outcome performance performer (Park & Lee, 2022). Digital engagement also mediated the indirect effects of digital commitment and remote productivity (Zhang et al., 2022). Furthermore, adapting digital workload constituted a significant self-regulation instrument required to maintain performance retention (Lee et al., 2023). Its mechanisms are exemplified in this study that serve as a reminder of how much more important employee self-regulation, psychological resilience and digital fluency are now when direct supervision is limited by organizational structures. These findings underline that performance is influenced by intrinsic motivation in addition to the organizational setting of performance management. Thus, this study complements its conceptual base and takes it further, to investigate under these conditions, how commitment contributes to performance. It further demonstrates and confirms the significant importance of digital commitment and digital engagement as contemporary constructs along with the underlying role of a learning culture and important psychological processes. This analysis demonstrates a more practical theory for organizations that intend to promote flexible, committed, and high performance employee populations in the dynamically evolving world of work.

5. Theoretical and practical implications

With digital component in an adaptive performance model, this study further develops existing frameworks around organizational commitment. It is theoretically a point that also highlights the finding that commitment is not self-activated; its translation to performance is contingent on contextual mechanisms within the organisation, mainly an effective organizational learning culture (OLC). For the business community, this also means that policies must extend beyond merely rewarding dedication. Leaders can contribute actively to creating this high-performance context in three ways. First, to ensure quality learning systems as a priority, then the emphasis should stop on passive tool deployment,

and concentrate on active digital involvement.

This means ongoing education on how to create collaboration and efficiency through digital tools rather than simple skills. It is about creating true OLC through having channels and systems designed to facilitate peer-to-peer knowledge share, e.g., internal knowledge sharing directories or dedicated learning forums to build collective learning agility. Second, staff managing work demands necessitates active management of the digital workload balance this review finds critical. Managers can reduced digital fatigue and technostress with practical policy, from defining right to disconnect hours to establishing no-meeting days for deep work. This must be accompanied by psychological empowerment, leaders who empower employees to achieve their true potential and trust them to achieve clear targets; not over the top micromanagement, or in the case of virtual surveillance of remote employees, and not in a digital context. Last but not least, enabling staff to design flexible roles by operationalizing job crafting. Rather than depending on static job descriptions, organizations should develop managers who can coach employees. This requires proactive conversations that align an employee's tasks skills and interests for a new hybrid environment such things as redesign, re-engineering parts of their job, working towards making it meaningful and useful.

6. Future research directions

This review incorporates the current frameworks about the relationships between employee performance, workplace behaviours and cognitive processes, and organisational commitment. Still, there are a number of gaps that demand empirical investigation. An established framework for remote and/or hybrid work would benefit most from research specifically designed to look at the progressive development and interdependence of these factors.

Determining the long-term effects of digital commitment tracking on creative behaviours would help to clarify the temporality and causality of changes over time. In order to gain further insight into the underlying causal mechanisms of learning culture, experimental and quasi-experimental methods could be used to study the reciprocal effects of digital workload balance on digital employee performance metrics. To gain a deeper understanding of the moderating influence of the overall learning climates and digital infrastructures on commitment-contribution relationships, it is also recommended to supplement individual-centric data with collective team and organisational attributes.

To increase knowledge of psychological empowerment and the multifaceted aspects of job crafting, the experiences of workers transitioning to hybrid and fully remote work made possible by digital technologies could be examined using qualitative or mixed methodology frameworks. To evaluate the overall applicability of these insights, the research findings should also be investigated in a variety of industries and cultural contexts.

Finally, future research may employ more advanced technologies such as AI-powered analytics and digitally recorded engagement metrics in real-time to observe and measure employee behaviour. This will allow for a more accurate modelling of workplace cognitive-behavioral mechanisms and their function in maintaining performance under changing working conditions.

7. Conclusion

This study demonstrates how organisational commitment in its affective, continuance, normative, and newly significant digital form continues to have a significant impact on employee performance. Additionally, commitment only produces high task, contextual, innovative, and remote efficiency results when two requirements are met: (1) the company fosters a dynamic, agile, knowledge-sharing, digitally orientated learning culture; and (2) employees use cognitive-behavioral processes like job crafting, psychological empowerment, digital engagement, and managed online workload to activate commitment. Through the integration of these external (contextual, moderating) and internal (mediating) components, the study expands upon traditional commitment theory, aligns with Social Exchange, JD-R, and contingency theories, and emphasises that (commitment + capability + culture) is the formula for advanced performance in modern workplaces. Leaders should improve learning systems, provide advanced training for specific skills, and offer framework structures that encourage autonomy and job-crafting in order to harness the energy of dedicated employees and produce long-lasting, creative, and effective results to satisfy all stakeholders.

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